DCIPS
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM

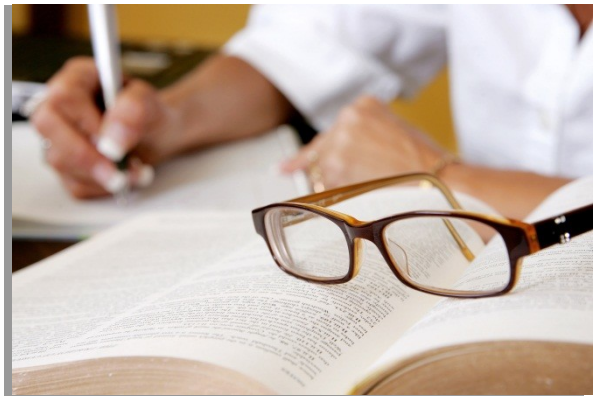
Lesson 7: Performance Management

Duration: 1 hour, 30 minutes

Lesson 7 Topics

- Topic 1 – Performance Culture
- Topic 2 – Key Roles
- Topic 3 – Performance Management Process
- Topic 4 – Exploring Performance Objectives
- Topic 5 – How Performance is Evaluated

Additional performance management training can be found at http://dcips.dtic.mil/training.html



Performance Culture

With the intention of producing remarkable results, the Defense Intelligence performance culture embraces:

Innovation

Collaboration

Teamwork

Key Performance Management Roles

Employee

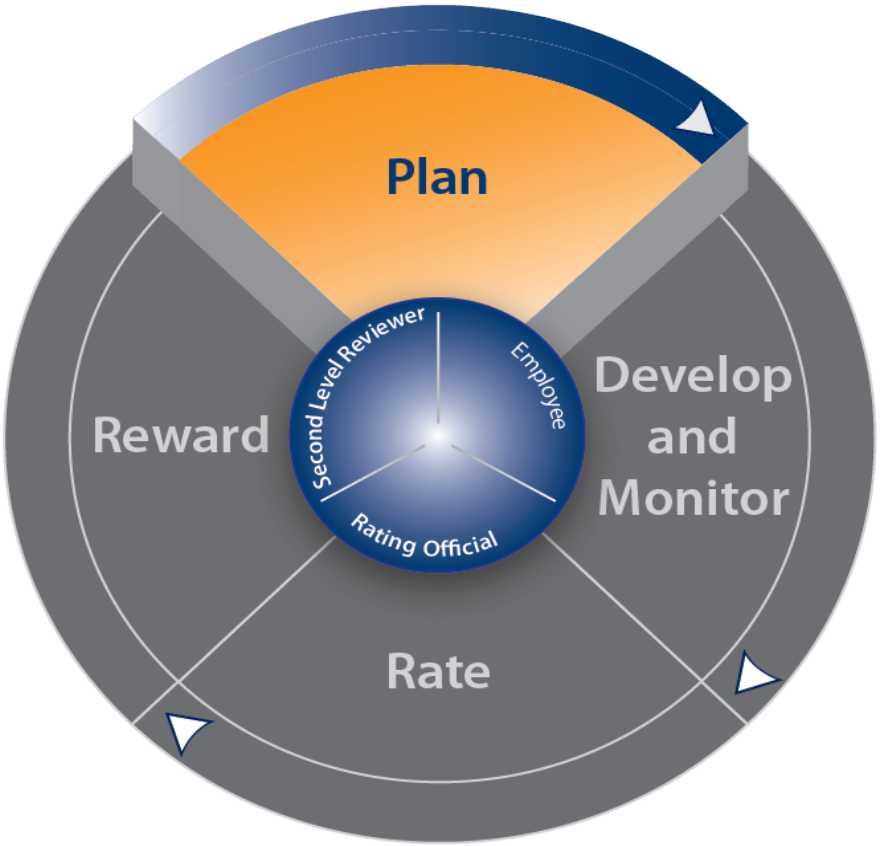
Rating Official

Reviewing Official

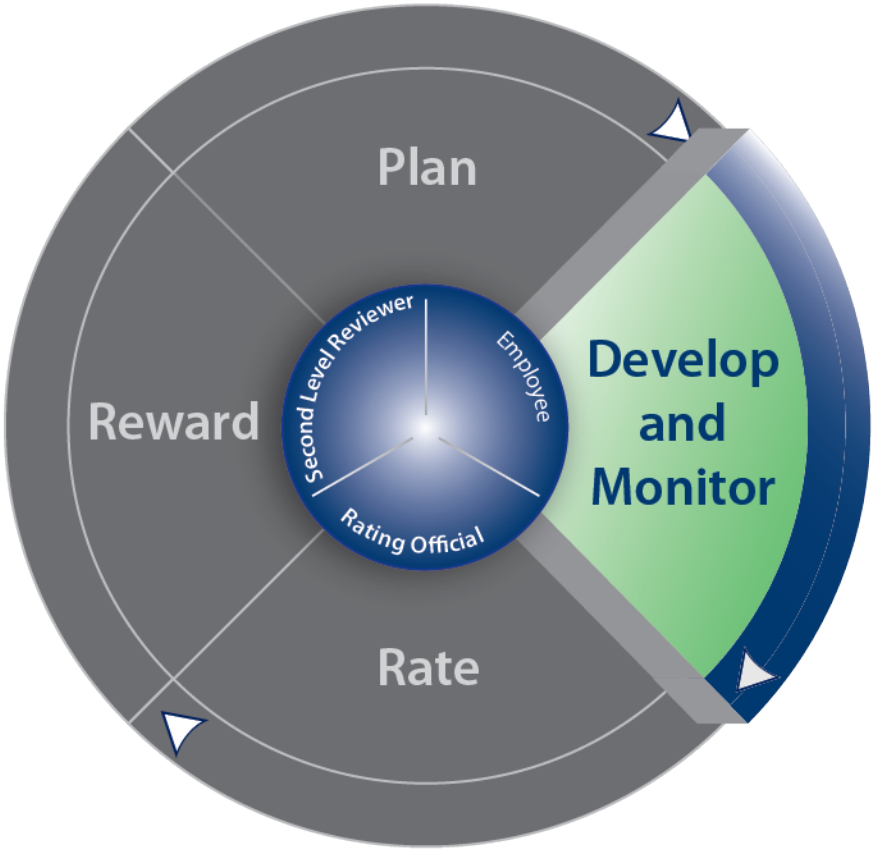
PM PRA

Performance Management Process

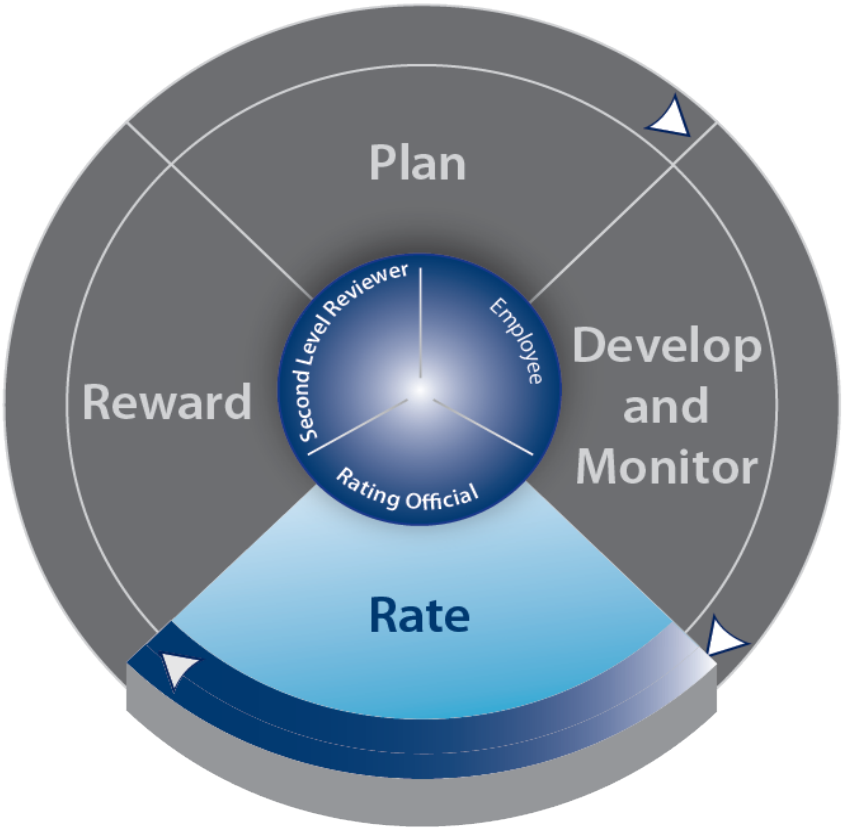
Performance Management Process



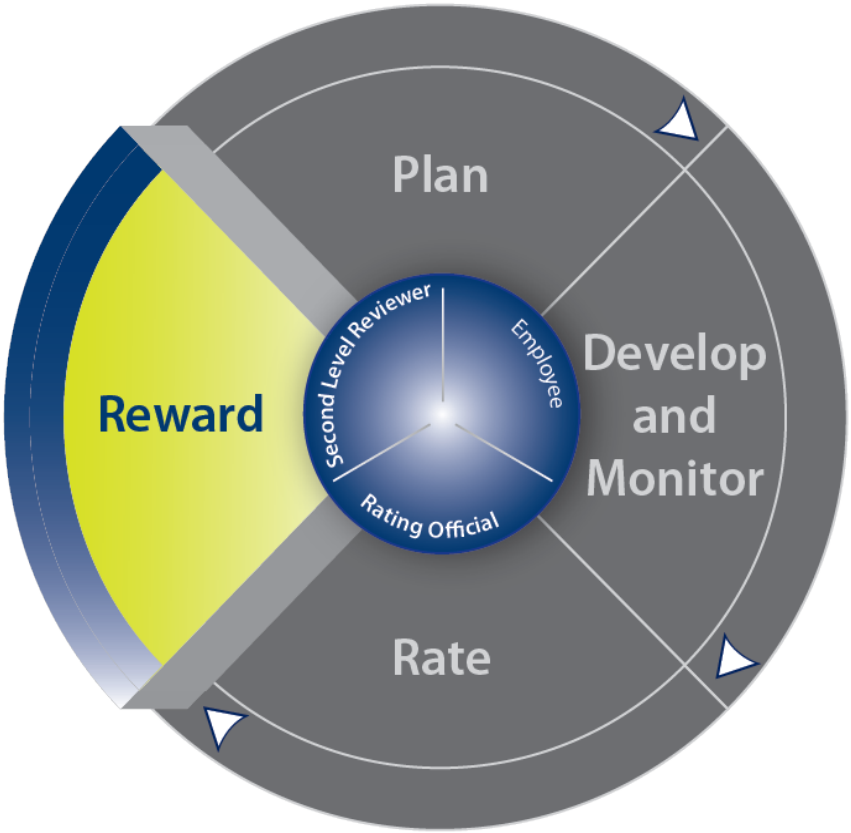
Performance Management Process



Performance Management Process

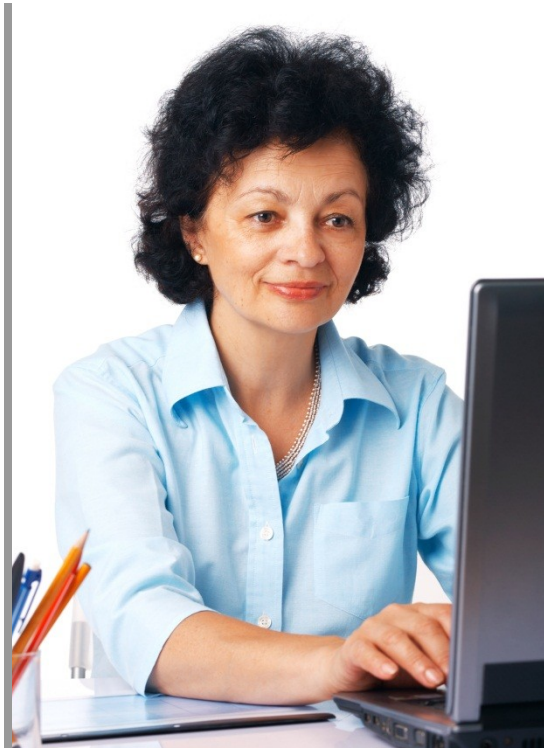


Performance Management Process

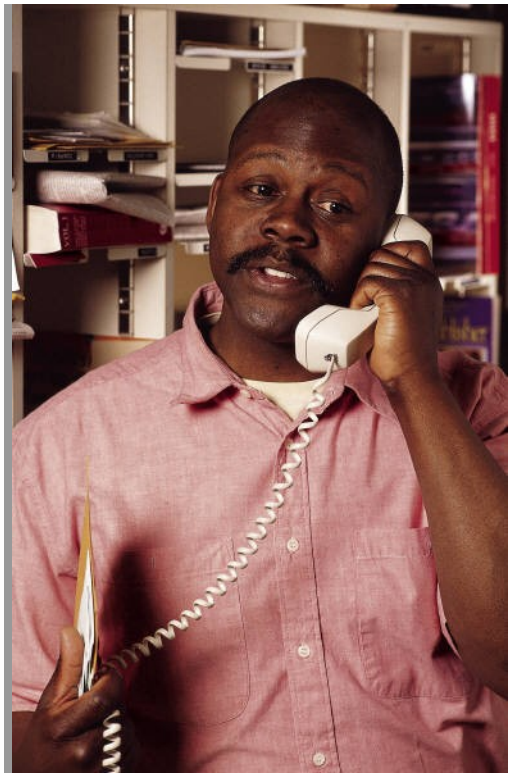


Special Situations

- Employee starts new position < 90 days from end of evaluation period
- Employee performs in a new position or under another Rating Official
- Employee is on a Joint Duty Assignment
- Employee has < 90 days of civilian service
- Employee is on an extended absence
- Employee transfers to a new Component



Value of Performance Objectives



- Aligns work with mission and organizational goals
- Communicates the major work to be accomplished
- Sets a baseline for successful performance
- Helps to measure work
- Forms the basis for ratings
- Helps employees see how their performance contributes to organizational results

What are Performance Objectives?

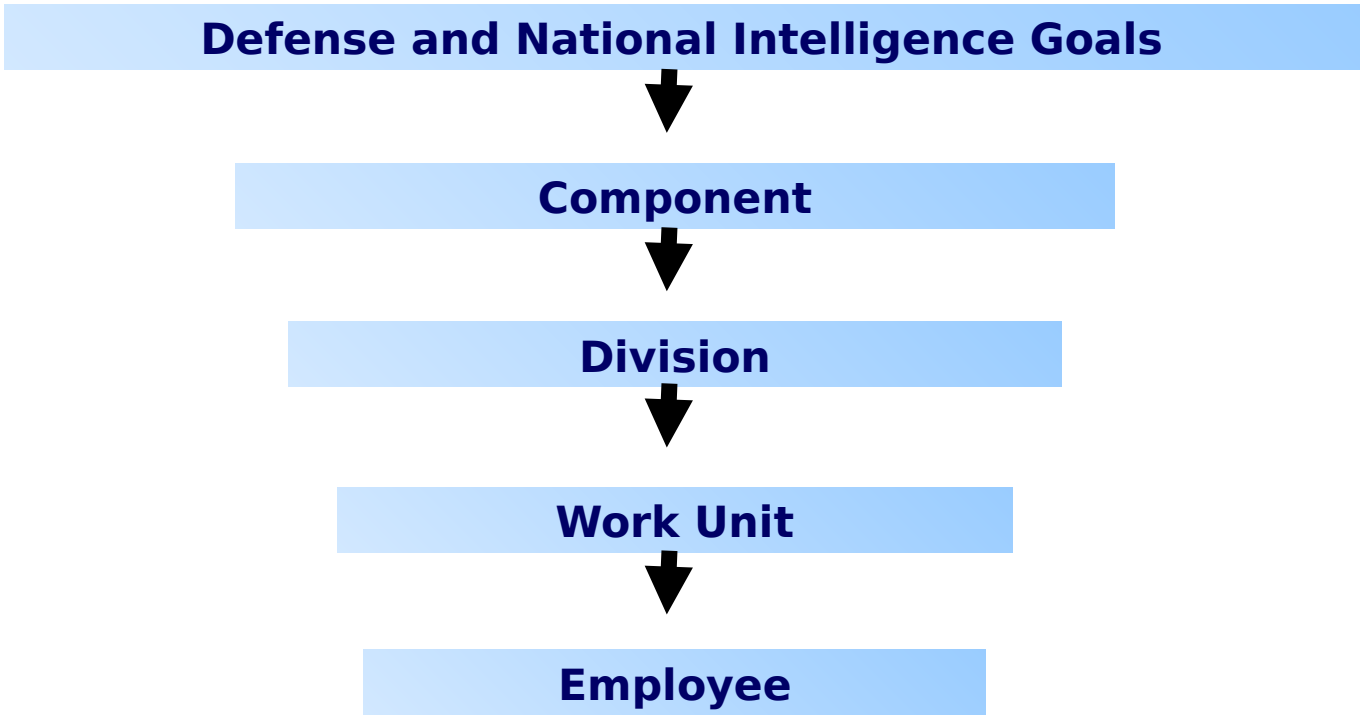
Performance Objectives Are:

- Not task or position descriptions
- Large-bucket items and not the small daily job tasks
- A description of a future situation
- Appropriate for the employee's position and work level
- Written at the "Successful" level and evaluated against the standards
- Achievable within the evaluation period

Use of Performance Objectives

Well-written performance objectives are critical to the success of DCIPS because they form the basis for performance conversations and decisions in every phase of the performance management process

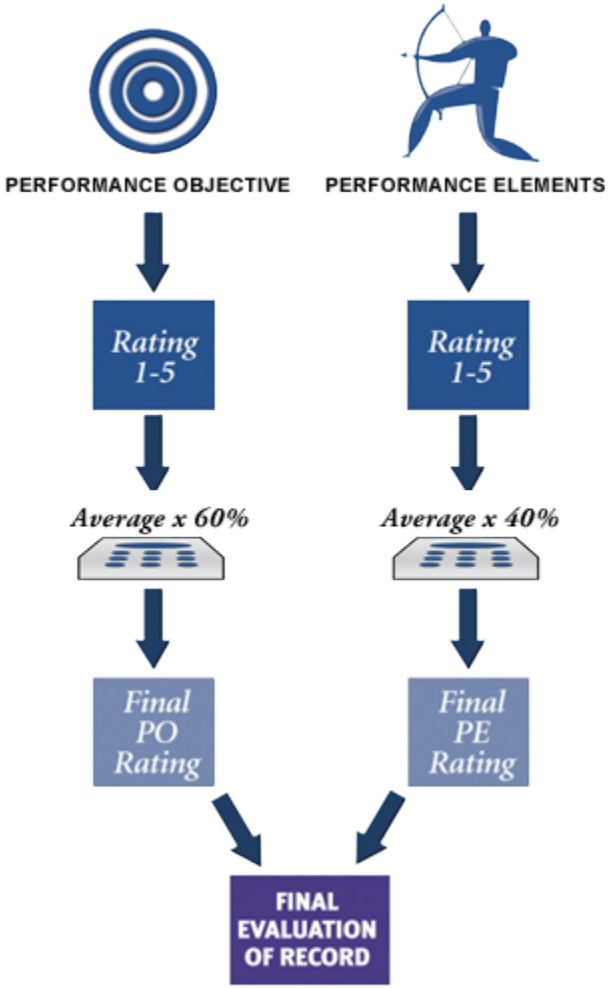
Cascading Performance Objectives



SMART Performance Objectives

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Evaluating Performance



The Evaluation Process

DCIPS evaluates performance based on **what** an employee accomplishes (performance objectives) as well as **how** it is accomplished (performance

Rating Descriptors

The Performance Objectives and Element Rating Descriptors – DCIPS Volume 2011, Table 1		
General Standards		
Performance Rating	Objectives Descriptors	Element Descriptors
SUCCESSFUL (3)	The employee achieved expected results on the assigned objective. At the summary level, the employee achieved expected or higher results overall and on most assigned objectives with an average rating within the "Successful" range in Table 2.	The employee fully demonstrated effective, capable performance of key behaviors for the performance element. At the summary level, the employee demonstrated effective, capable performance or higher on key behaviors on most performance elements with an average rating within the "Successful" range in Table 2.

Note: This is sample of the Performance Objectives and Elements Rating Descriptors table. Please refer to Reference Guide Tab 11 for the complete table.

Sample of the IC Performance Standards

Entry/Developmental Employees in Professional Work Category		
Accountability for Results		
Successful		Outstanding
Accepts responsibility for own actions, whether or not they are successful. Adheres to schedules and, with guidance, organizes and prioritizes own tasks to complete assignments in a timely and effective manner, making adjustments as needed. With guidance, gains a basic understanding of available resources and the process for acquiring the resources needed to accomplish own work; uses time and resources in an efficient manner. Takes action to achieve meaningful results in support of organizational goals and objectives.		Proactively takes responsibility for own actions, even when faced with challenges or criticism. Puts forth effort to overcome obstacles and accomplish assignments; takes appropriate initiative to make adjustments to plans, goals, and priorities to meet deadlines. Takes initiative to expand knowledge of available resources and the process for acquiring them; makes meaningful suggestions for increasing efficiency in the use of resources. Consistently takes action to achieve outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level.

Evaluating Performance Objectives

Two-Step Rating Process:

- Step 1 - Rating Official reviews the general standards, the performance plan, and the self-report of accomplishments to determine the rating for each performance objective
- Step 2 - Rating Official uses the Component's automated performance evaluation tool to calculate the average for all individual performance objective ratings. The tool then multiplies that average by 60%

What are Performance Elements?

Performance Elements Are:

- Attributes of job performance that are significant to the accomplishment of performance objectives
- Description of the manner in which the performance objectives and all of the employee's work results were achieved (the "*how*")
- Standardized throughout the Intelligence Community
- Rated separately

The Performance Elements

Employees	Managers/Supervisors
Accountability for Results	Accountability for Results
Communication	Communication
Critical Thinking	Critical Thinking
Engagement and Collaboration	Engagement and Collaboration
Personal Leadership and Integrity	Leadership and Integrity
Technical Expertise	Managerial Proficiency

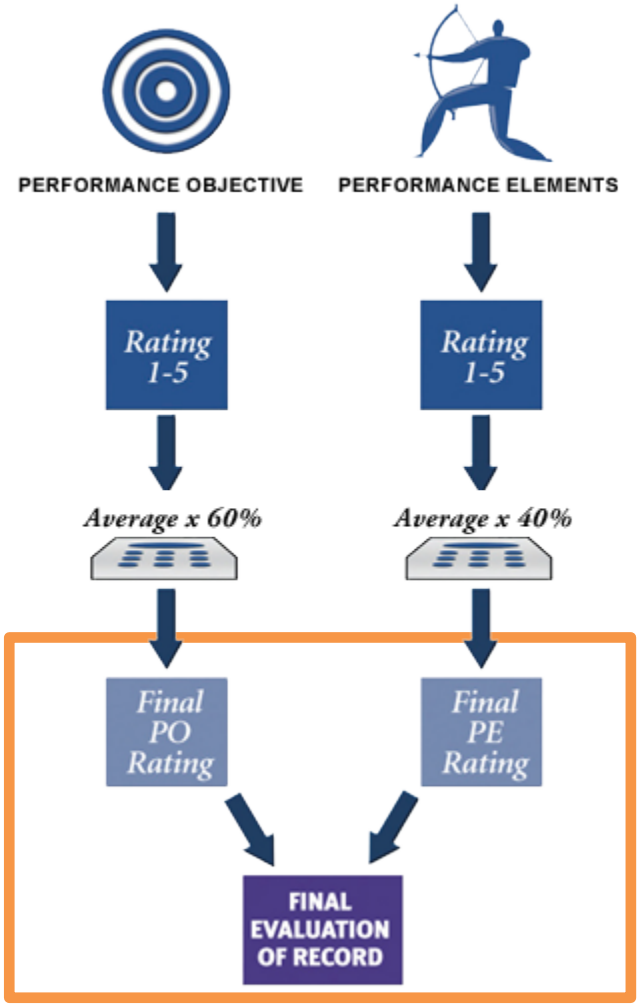
Note: The four elements inside the yellow box are the same for employees and managers/supervisors; the remaining two elements in each column are specific as to whether an individual is an employee or manager/supervisor.

Evaluating Performance Elements

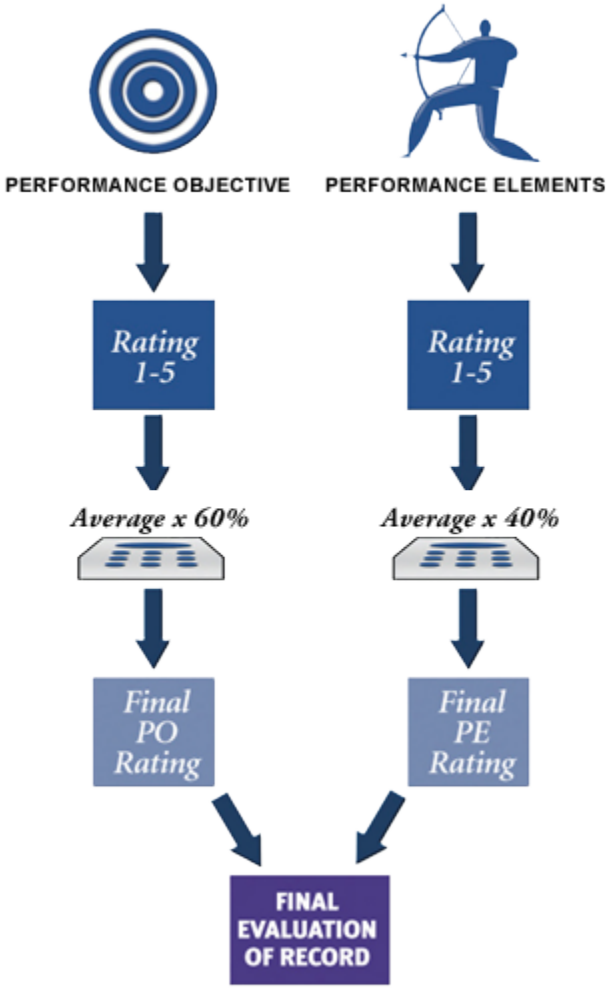
Two-Step Rating Process:

- Step 1 - Rating Official reviews the general standards, the performance plan, and the self-report of accomplishments to determine the rating for each performance element
- Step 2 - Rating Official uses the Component's automated performance evaluation tool to calculate the average for all individual performance element ratings. The tool then multiplies that average by 40%

Evaluating Performance



Evaluating Performance



Evaluating Performance Exercise

Performance Objective	Performance Objective Rating	Performance Elements	Performance Element Rating
A	3	Accountability for results	4
B	3	Communication	4
C	3	Critical thinking	3
		Engagement and collaboration	3
		Leadership	3
		Managerial proficiency	3
Final:	?		?
Final Performance Evaluation of Record = ?			

Answers: Evaluating Performance Exercise

Performance Objective	Performance Objective Rating	Performance Elements	Performance Element Rating
A	3	Accountability for results	4
B	3	Communication	4
C	3	Critical thinking	3
		Engagement and collaboration	3
		Leadership	3
		Managerial proficiency	3
Final:	3.0 x 60% = 1.8		3.3 x 40% = 1.3
Final Performance Evaluation of Record = 3.1 = 3 = “Successful”			

Reconsideration Process

Two reconsideration processes are available to DCIPS employees:

- Informal Reconsideration
- Formal Reconsideration

Lesson 7 Review

- Topic 1 – Performance Culture
- Topic 2 – Key Roles
- Topic 3 – Performance Management Process
- Topic 4 – Exploring Performance Objectives
- Topic 5 – How Performance is Evaluated